

October 27, 2026

Delphic360

Review Report

John Doe

Overall summary

John, you are leading with genuine gospel passion, sacrificial service, and remarkable humility. Your team describes you as an exceptional leader they'll "happily follow into any battle." Your willingness to apologise quickly, receive feedback graciously, and empower others creates a healthy culture. You set a clear and compelling vision that inspires people to action. Your relational warmth, pastoral care, and ability to connect with anyone builds strong trust and loyalty. The Board has full confidence in you.

A high score across a range of key indicators (across all areas) indicates a healthy leadership style and good interpersonal relationships.

However, two significant concerns require attention:

First, sustainability. The unanimous prayer request from your team is for your rest, family time, and long-term health. There is concern you are in danger of running beyond your capacity and being overwhelmed. Your acknowledgement that you need to work on self-care is good, but acknowledgement without action will lead to burnout. Your team wants you leading for years to come - they'd rather have less from you now and more of you long-term.

Second, operational confusion. Whilst your vision is clear and inspiring, execution is muddled. Decision changes happen rapidly without communication. Your written communication lacks clarity. You miss internal deadlines and commitments without advance warning. Your team experiences confusion about what needs to happen and what the priorities are. The gap between your self-rating and others' ratings in Team Development represents your largest blind spot - you may not fully recognise how the lack of clear direction, rapid decision changes, and poor follow-through on internal commitments impacts team effectiveness. The frustration isn't about your approachability (excellent) but about the organisational chaos created when you are stretched thin and operating in scatter-gun mode across too many simultaneous ideas.

Additionally, the gap between clear vision and deliverable planning needs addressing. You haven't yet translated strategic objectives into plans that can be executed with available resources. The think tanks and widened consultation will only prove worthwhile if implementation follows - people need to see their input leading to action. As the organisation scales, you also need to embrace processes and systems even when they don't suit your personal working style - having "one process for John and one for everyone else" creates inefficiency and risk.

Key Discussion Points

- **Sustainability and self-care:** Your team is praying more for your rest and long-term health than for ministry effectiveness. What concrete changes will you make to ensure you're still leading the organisation in ten years' time? What will you stop doing, delegate, or restructure to create margin for rest, family, and the "incidental conversations" that help your team work more effectively?
- **The operational confusion blind spot:** You rate yourself 9 points higher than others do in Team Development and Empowerment - your largest discrepancy. Whilst you excel at personal empowerment, you create organisational confusion through unclear direction, rapid decision changes, and poor internal follow-through. How can you become more aware of the gap between your intent (collaborative, empowering) and others' experience (confused, chaotic)? What systems might help you communicate decisions, stick with priorities long enough to gain traction, and honour internal commitments the way you honour external ones?
- **From vision to executable plans:** Your vision is clear and compelling, but plans for delivery with available resources aren't yet in place. What's preventing the translation from strategic objectives to actionable ministry goals? How can you ensure the think tanks and consultation don't become "talk shops" but lead to concrete implementation that people can see and support?

Your team invested considerable time providing honest, thoughtful feedback - reflecting their genuine commitment to your growth and the ministry's success. The best way to honour their investment is through concrete action. Identify 2-3 priority areas from this review and create a Personal Development Plan. Share appropriate progress updates with your team over the coming months. When your next review comes around, people will remember whether this one led to visible growth and that memory will directly impact their willingness to engage honestly again.

The foundation is strong - you're valued and appreciated. But addressing these operational, organisational, and sustainability concerns isn't optional for continuing to lead effectively long-term.

Recommendations for the Next 12 Months

- Work with your manager to identify concrete boundaries around working hours — particularly after-hours and holiday working — and agree a plan to address this. The risk of burnout is real and is being observed by those who care about you.
- Consider how your pattern of absorbing extra work affects your team's ability to rest without guilt. This is both a personal sustainability issue and a team culture issue.

- Set aside specific time for planning. Avoid the temptation to consider this wasted time: it's a clear investment in the future, and will help your team.
- Pursue some professional development (suggested by one contributor) — after ten years in the role, fresh external input could be both energising and stretching.

Recommendations for Follow-up

- **At 3 months:** Check in with your manager specifically on the workload question. Has anything changed? Are there structural adjustments that would help?
- **At 6 months:** Ask one or two trusted colleagues for informal feedback on whether you are communicating more clearly, and whether there's been any change to how you meet internal deadlines.
- **At 12 months:** Consider a light-touch follow-up survey with the same contributor group, focused particularly on the Team Development area.
- **Ongoing:** The personal sustainability concern is significant enough to warrant ongoing attention — not just a one-off conversation. It would be worth building a regular check-in on this with your manager.

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About This Report

This 360-degree feedback report has been produced using contributions provided by your peers, direct reports, manager(s) and others to help you with your growth and development pathway.

360 Degree Feedback can benefit you in many ways, including:

- Becoming more self-aware of your behaviors and traits,
- Identifying your overarching strengths and development areas,
- Learning about your blind spots, and how you can face into these,
- Increasing your understanding of your team motivators, learning how you can better lead and develop your team, and
- Gaining an understanding of how others experience you at work

Self-perception vs how others see you

The diagram below shows how your self-assessment compares to the views of those around you in each of the sections of the questionnaire.

Note: Key indicators is not a section of questions in itself, but is a selection of key questions from across the survey.



You consistently gave yourself lower scores than others gave you across six of the seven competency areas. This pattern of healthy humility is encouraging - you're not overestimating your capabilities. The gaps range from 6-9 percentage points in most areas:

- **Spiritual Leadership:** Self 78%, Others 87% (9-point gap)
- **Vision and Strategic Leadership:** Self 75%, Others 79% (4-point gap)
- **Managing the Organisation:** Self 89%, Others 94% (5-point gap)
- **Communication and Personal Skills:** Self 72%, Others 81% (9-point gap)
- **Personal Effectiveness and Character:** Self 88%, Others 92% (4-point gap)
- **Interpersonal Relationships and Trust:** Self 75%, Others 82% (7-point gap)

However, there is one notable exception: **Team Development and Empowerment** where you rated yourself at 81% but others rated you at 72% - a 9-point gap in the opposite direction. This represents a potential blind spot and warrants careful attention.

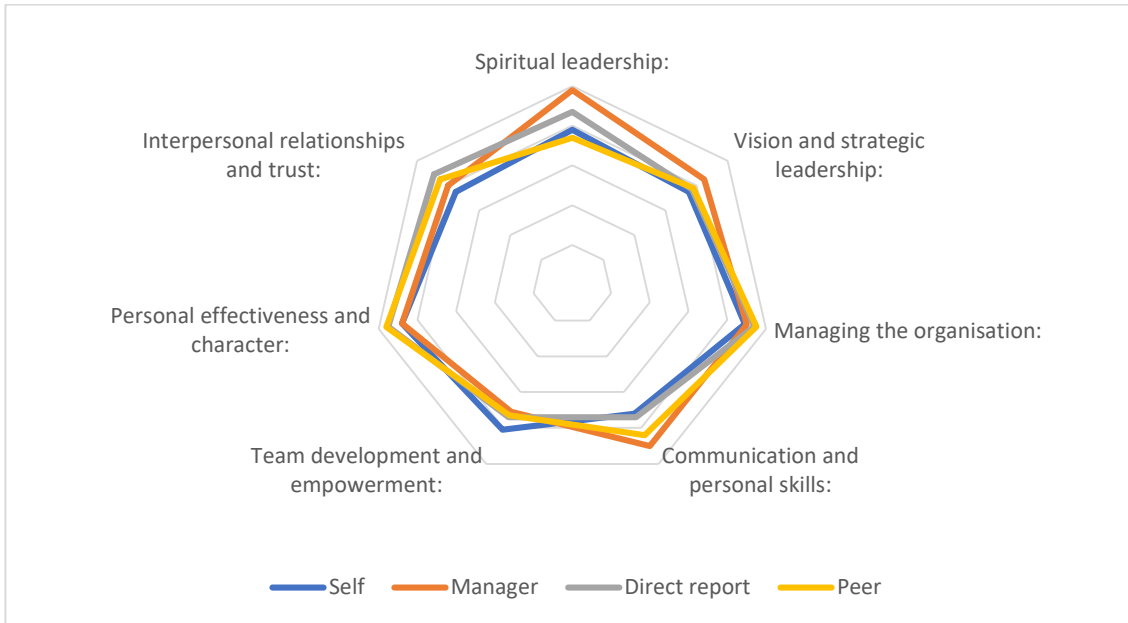
Three Strongest Areas (as rated by others)

1. **Managing the Organisation (94%)** - Your openness to feedback, collaborative approach, and willingness to change your mind based on input are exceptional strengths.
2. **Personal Effectiveness and Character (92%)** - Despite concerns about follow-through, your overall effectiveness, capacity, and character receive strong affirmation.
3. **Spiritual Leadership (87%)** - Your humility, willingness to apologise, sacrificial service, and ability to bring Christ into conversations are highly valued.

Three Areas for Development (as rated by others)

1. **Team Development and Empowerment (72%)** - This is your lowest-rated area and the only one where you rated yourself higher than others did. The confusion created by unclear direction, rapid decision changes, and lack of communication undermines team effectiveness.
2. **Vision and Strategic Leadership (79%)** - Whilst your vision articulation is strong, translating this into clear, actionable, deliverable plans needs attention.
3. **Communication and Personal Skills (81%)** - The gap between strong verbal and weak written communication, combined with the incident of harsh words under pressure, suggests room for growth.

We break this down further on the next page, showing how the scores varied between different types of contributor. The relative positions can be as informative as the absolute scores.



These are all high scores, so to help explore differences we've zoomed in below, so you can see where the differences lie.



The data reveals interesting proximity effects: Managers rate you highest overall, whilst Direct Reports show more measured ratings and Peers generally align with direct reports.

The managers' very high rating in Spiritual Leadership (98%) suggests they see your strategic gospel impact and character from a distance. Their lower rating in Team Development (71%) is notable - they recognise the operational confusion even whilst affirming your overall leadership.

Direct reports rate you lowest in Communication and Team Development - they experience daily the confusion, unclear written communication, and rapid decision changes. Their high rating for Managing the Organisation (94%) shows they value how you receive feedback, even as they experience frustration with execution.

Peers rate your Spiritual Leadership notably lower (74%) than managers do (98%) - a 24-point difference. They also see you operationally and may experience you becoming transactional when stretched thin. Their lowest rating is also Team Development (73%), consistent with direct reports.

Critical Insight: The Team Development Blind Spot

The Team Development and Empowerment area reveals your most significant blind spot. You rate yourself at 81%, but others rate you at 72% - a 9-point gap in the wrong direction. This is consistent across all contributor types:

- Managers: 71%
- Direct Reports: 74%
- Peers: 73%

This suggests the confusion, unclear direction, and rapid decision changes are more problematic than you recognise. The qualitative feedback confirms this: whilst you excel at personal empowerment and creating safety in one-to-one interactions, the organisational-level confusion undermines team effectiveness. You don't cause fear, but you do cause confusion - and you may not fully appreciate its impact.

Analysing each individual contribution, there is one outlier whose ratings are consistently lower across most competencies. This contributor's scores sit 10-20 percentage points below the average in several areas, particularly in Spiritual Leadership, Vision and Strategic Leadership, and Communication. This person clearly experiences your leadership differently from the majority and their feedback deserves careful attention. The qualitative comments from this individual raise important concerns about transactional behaviour when busy, frustration with those who don't share your vision, selective memory, and the patronising tone that can emerge. Whilst this is clearly a minority experience, it may represent what others feel but haven't articulated, or it may reflect someone struggling with your leadership style for specific reasons worth exploring.

Your team most want you to know:

This is an AI generated summary of the comments your team made when asked "What would you most like to say to John?"

The overwhelming message is deep appreciation and affirmation. There's recognition that you've given yourself to this work for a number of years and belief that you need to continue leading for years to come for the good of the gospel in the country. Your humble, servant-hearted leadership is valued, as is your ability to hold huge amounts in tension without needing immediate resolution.

People are "very thankful" and grateful to work with you. You're described as quick to thank, quick to apologise, quick to forgive. You wouldn't ask others to do anything you wouldn't be willing to do yourself. You set a clear and inspiring vision. One person says they will "happily follow you into any battle." Your godly integrity makes a difference - people can get behind the organisation's vision and commitments because you're the one leading it.

The Board expresses full support and appreciation, with only one concern: that you may neglect your family and work too hard or be away too much. The consistent theme is encouragement to keep going, to endure the busy times, but to intentionally rest well "because we want you whole and healthy, leading us into the future."

Your team think your priorities are:

This is an AI generated summary of the comments your team made when asked "Based on John's actions (not words), especially how they use their time, what would you say are their highest priorities at work?"

Based on your actions and time usage, people identify:

Widely recognised priorities:

- Serving church leaders across the network / helping church leaders think through how to grow their churches (spending lots of time on consultations, coaching, talking about churches, meeting with leaders)
- Support raising for the organisation
- Leading and supporting the wider staff team
- Collaboration and teamwork
- National Conference and long-term planning
- Considering the whole ecosystem of the organisation strategically

Varied perceptions:

- Some see "holding everything together" and allowing all things to be adequately covered as a key priority
- One person sees "the budget, then whatever is the most urgent thing on the list"
- Another notes your calendar is on private mode, so they don't know what you're up to most of the time
- Someone struggles with the phrasing of this question and isn't sure how to answer

Your own stated priorities:

1. Serving church leaders across the network
2. Caring for your team
3. Support-raising for the organisation

There's reasonable alignment between your stated priorities and what people observe, though the theme of "urgent things" and budget pressures suggests some reactive work may be crowding out the proactive priorities.

What your team are praying for:

This is an AI generated summary of the comments your team made when asked "When you pray for John's continued spiritual growth, what specific area do you focus on?"

Your own prayer requests:

- Godliness - personal growth as a follower of Jesus, husband/father, leader of people
- Humility
- Courage to do the hard things
- Growing in trust in God (reflecting on a prophecy about your need to be on your knees)

What others pray for you:

Personal holiness and character:

- Ongoing godliness and Jesus-like leadership
- Personal holiness (as the area leaders most readily fail)
- Humility and not being patronising
- Patience
- Managing anger

Wisdom and effectiveness:

- Continued bold vision to lead the network
- Wisdom in decision-making
- Having hard conversations without offending people unnecessarily
- Clarity of vision and strategic insights

Leadership sustainability:

- Continuing well and healthy in your role
- Being able to lead long-term

NB We know people often pray for growing or continuing in something: just because they're praying for it by no means indicates that you're failing in it.

Your gifts and abilities:

How well suited are you to the role?

You rated yourself as "well suited" (80%), while others rated you at 95% — with the majority of contributors saying "very well suited." This is a notable gap, and it is one of the clearest examples in this review of your tendency to underestimate yourself relative to how others perceive you.

Core gifts and abilities (as identified by others)

A rich and consistent picture emerges across the contributions. Your core gifts are described as including patience, kindness, gentleness, empathy and emotional intelligence. Your core abilities include: big-picture thinking; problem solving; technical expertise; the capacity to understand and synthesise complexity across people, systems and strategy. You are also praised for your creativity, your high capacity for work, and your growing skill in developing the people around you.

Skills ranking comparison

The alignment between your own ranking and others' is strong at the top of the list. You place Leadership and vision first and Team management third, while others place Team management first and Leadership and vision second— a minor difference that likely reflects the fact that others see your team management as your most distinctive strength (as evidenced by other comments). Overall, this is a list with very strong alignment and no significant areas of concern.

Section by Section details

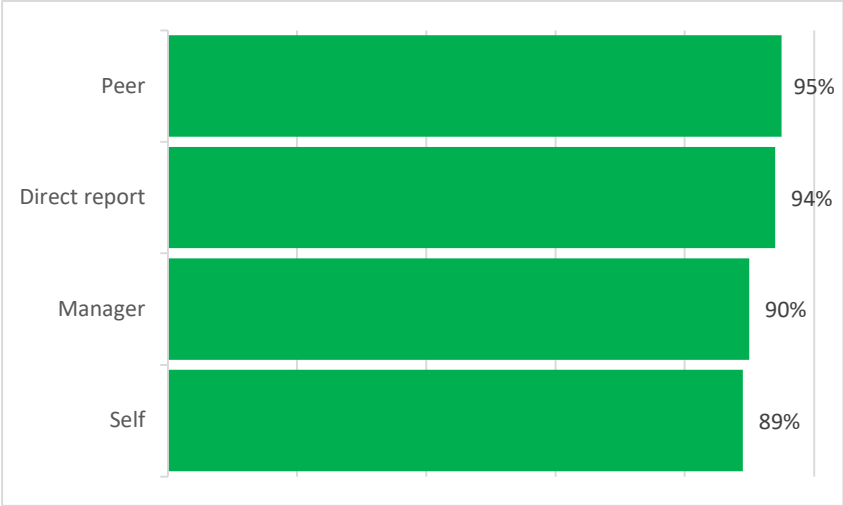
Throughout this section

- **green bars on charts** indicates areas of real strength
- **amber bars on charts** indicates areas where your scores indicate adequate performance
- **red bars on charts** indicates areas of relative weakness and areas to be worked

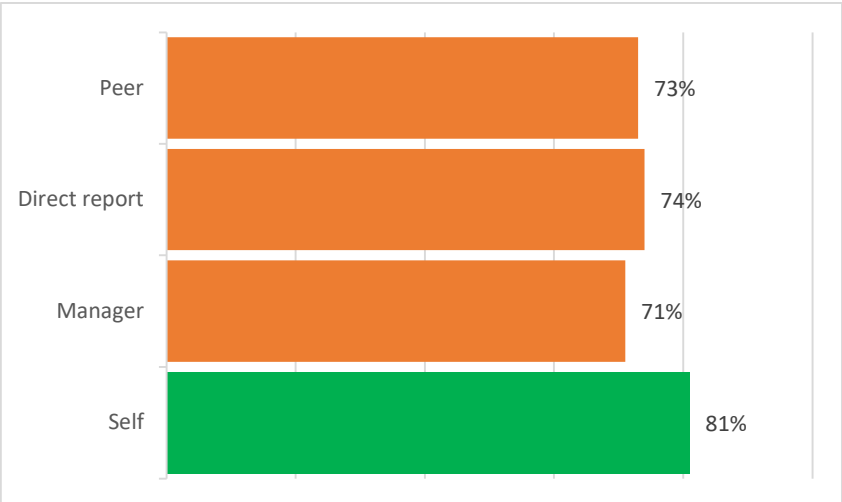
Even within a section of **overall** real strength (shown in green), there may be individual smaller areas which need to be worked on.

<p>Spiritual Leadership</p> <p>4.4 out of 5.0</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Peer</td> <td>74%</td> </tr> <tr> <td>Direct report</td> <td>87%</td> </tr> <tr> <td>Manager</td> <td>98%</td> </tr> <tr> <td>Self</td> <td>78%</td> </tr> </tbody> </table>	Category	Score	Peer	74%	Direct report	87%	Manager	98%	Self	78%
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<p>What they said</p>	<p>Strengths: You demonstrate exceptional humility and self-awareness in your spiritual leadership. Your willingness to recognise and own your mistakes, take initiative in repairing relationships, and ask for forgiveness sets a powerful example for the team. People describe you as "exceptionally good at saying sorry" which creates a healthy culture and tone. You are highly effective at bringing Christ into conversations naturally, encouraging others to follow Jesus wholeheartedly, and helping people see the greatness of Christ.</p> <p>Areas for Growth: Your busyness sometimes leads to transactional behaviours that can come across as aloof rather than pastorally engaged. One person noted occasional discrepancies in your recollection of objective history (whether bad memory or selective memory), which is worth being aware of. Your frustration with people who don't share your gospel vision or natural generosity is understandable, but you may need to adjust expectations and work around these realities rather than expecting everyone to change.</p>										

<p>Vision & Strategic Leadership</p> <p>4.0 out of 5.0</p>	<table border="1"> <thead> <tr> <th>Source</th> <th>Score (%)</th> </tr> </thead> <tbody> <tr> <td>Peer</td> <td>78%</td> </tr> <tr> <td>Direct report</td> <td>77%</td> </tr> <tr> <td>Manager</td> <td>85%</td> </tr> <tr> <td>Self</td> <td>75%</td> </tr> </tbody> </table>	Source	Score (%)	Peer	78%	Direct report	77%	Manager	85%	Self	75%
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<p>What they said</p>	<p>Strengths: You have done an excellent job setting out a clear, compelling, Christ-honouring vision for the organisation. Your humility in recognising you don't have to be the best at everything and building a team around you is a huge strength. You consistently read, listen, and think through new ideas, wanting to see how they might translate into your environment. You understand team members' skills and gifts well and think "outside the box" in deploying people towards particular goals.</p> <p>Areas for Growth: Whilst the vision is clear, you haven't yet pulled together a clear and compelling plan that demonstrates it can be delivered with the resources available. This needs to be a priority - plans must be achievable without running people into the ground. There's a perception that you may not be entirely comfortable with ideas and approaches you haven't tried before. Pursuing new ideas sometimes happens at the expense of continuing to do the bread and butter well. On the ground, it can become unclear what needs to happen and decisions change around quite a lot, creating confusion. Your emails and chat replies sometimes lack clarity and require follow-up discussion to understand fully. You can be "scatter gun" with ideas - operating across multiple possibilities rather than sticking to one train of thought long enough to get proper traction.</p>										

<p>Managing the organisation</p> <p>4.7 out of 5.0</p>	 <table border="1"> <thead> <tr> <th>Source</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Peer</td> <td>95%</td> </tr> <tr> <td>Direct report</td> <td>94%</td> </tr> <tr> <td>Manager</td> <td>90%</td> </tr> <tr> <td>Self</td> <td>89%</td> </tr> </tbody> </table>	Source	Percentage	Peer	95%	Direct report	94%	Manager	90%	Self	89%
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<p>What they said</p>	<p>Strengths: You are excellent at listening, processing, integrating, and taking on ideas and feedback from others. People feel they can raise anything with you. You create a collaborative environment where others' opinions are genuinely heard. You're not defensive or bullish, and your assured identity in Christ (rather than how people see you) enables you to receive feedback graciously. You often change your mind having heard other perspectives, demonstrating genuine openness. You take on concerns and critique very well.</p> <p>Areas for Growth: There's a puzzling pattern where you discuss an idea, seem fixed in your opinion during the conversation, but then weeks or months later suddenly articulate exactly what others suggested earlier. This can be really frustrating for those working with you - it makes it very hard to follow your lead when you seem so certain of an approach and then reverse it without acknowledgement. The delayed processing of input, whilst ultimately showing you do listen, creates confusion in the interim about what direction to follow.</p>										

<p>Communication & Personal Skills</p> <p>4.1 out of 5.0</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Peer</td> <td>84%</td> </tr> <tr> <td>Direct report</td> <td>74%</td> </tr> <tr> <td>Manager</td> <td>90%</td> </tr> <tr> <td>Self</td> <td>72%</td> </tr> </tbody> </table>	Category	Score	Peer	84%	Direct report	74%	Manager	90%	Self	72%
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<p>What they said</p>	<p>Strengths: You actively want to hear people's disagreements and get to the best idea or next step. It's very easy for people to disagree with you or voice differing opinions - they feel you genuinely listen. You're excellent verbally at organising and expressing thoughts. You're open to feedback, appreciate different ways of doing things, and are willing to listen, take things on board, and change appropriately. The inherent power imbalance between pastors and "normal" Christians makes challenging them difficult, but you're better than most at creating space for honest disagreement.</p> <p>Areas for Growth: Your written communication is significantly harder to follow than your verbal communication. Emails and messages sometimes lack clarity and require follow-up discussion. One person noted that the power dynamic, whilst handled better by you than most, still exists - it's easy for people to give up or not say anything, and pastors can sound convincing even when not on solid ground.</p>										

<p>Team development and empowerment</p> <p>3.6 out of 5.0</p>	 <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Peer</td> <td>73%</td> </tr> <tr> <td>Direct report</td> <td>74%</td> </tr> <tr> <td>Manager</td> <td>71%</td> </tr> <tr> <td>Self</td> <td>81%</td> </tr> </tbody> </table>	Category	Percentage	Peer	73%	Direct report	74%	Manager	71%	Self	81%
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<p>What they said</p>	<p>Strengths: Drawing on others' abilities and empowering them is a real strength. You get people on board and encourage them to do the work. In team meetings you chair, you create a safe and secure environment where people can voice opinions knowing they'll be valued and considered, even if not implemented. You make it easy to disagree with you personally. You understand the skills and gifts of the broader team well and deploy people creatively towards particular goals. You don't ask others to do anything you wouldn't be willing to do yourself - nothing is "beneath" you, which empowers the team.</p> <p>Areas for Growth: Whilst you make it easy to disagree with you personally, this culture isn't necessarily set across the whole team - not everyone feels equally safe disagreeing with others. You don't cause apprehension or fear, but there is confusion: lack of clear and actionable steps, lack of communication about decisions, and quick changes in decisions creates a somewhat chaotic feeling with wasted work or suddenly urgent tasks. As the organisation grows, understanding the strengths and weaknesses of your leadership team more deeply would help - knowing who is good at what and who can bring wisdom and experience to particular situations. Consider something "team buildy" when bringing new senior pastors into the leadership team each year.</p>										

<p>Personal effectiveness and character</p> <p>4.6 out of 5.0</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Peer</td> <td>96%</td> </tr> <tr> <td>Direct report</td> <td>95%</td> </tr> <tr> <td>Manager</td> <td>88%</td> </tr> <tr> <td>Self</td> <td>88%</td> </tr> </tbody> </table>	Category	Percentage	Peer	96%	Direct report	95%	Manager	88%	Self	88%
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<p>What they said</p>	<p>Strengths: You have high capacity and capability - able to hold lots of things in your mind simultaneously and juggle multiple balls effectively. You're deeply pastoral and genuinely care for the team, wanting them to be healthy and functioning well. You go above and beyond to support people. You're quick to say thank you, quick to say sorry, quick to forgive. You show patience with others whose strengths differ from yours. Your humility is exemplary - you're first to honestly speak of your limitations, which helps in building a complementary team. You're self-aware about the costs of ministry on your family and you manage your commitments well in that regard.</p> <p>Areas for Growth: You prioritise external relationships (an important part of your job) but occasionally miss commitments and meetings with internal staff. Follow-through requires frequent chasing - people often need to text or call strategically to get things done or approved. You regularly miss internal deadlines, and often don't communicate or apologise before the deadline, only retrospectively. This doesn't bother everyone equally, but it reduces work efficiency for those depending on your input. There are concerns about your work-life balance - you appear to have many meetings and commitments impacting family life, including nights and weekends. It would be valuable for you to have more time freed up for incidental conversations with team members - when people have access to you, they have better grasp of how their work fits the whole, more details about everything happening, and clearer priorities.</p>										

<p>Interpersonal relationships and trust</p> <p>4.1 out of 5.0</p>	<table border="1"> <thead> <tr> <th>Relationship</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Peer</td> <td>85%</td> </tr> <tr> <td>Direct report</td> <td>89%</td> </tr> <tr> <td>Manager</td> <td>80%</td> </tr> <tr> <td>Self</td> <td>75%</td> </tr> </tbody> </table>	Relationship	Score	Peer	85%	Direct report	89%	Manager	80%	Self	75%
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<p>What they said</p>	<p>Strengths: You connect with anyone, remember details of people's lives, and follow up on how things are going. You show patience with how others work. You listen to the ideas, feedback, and concerns of others. You bring contagious energy and passion. You're incredibly genuine and sincere, caring about people and especially the team around you. You're highly relational, making people feel loved. Your recent example of giving up a whole Friday to serve another church's elders at their annual retreat demonstrates sacrificial service. You're quick to acknowledge the work of junior staff and thank them for their efforts.</p> <p>Areas for Growth: Sometimes you can come across as if you know more than anyone else, and this can lead to talking down to people or thinking you know best when you probably don't. This may be an occupational hazard of spending much time preaching and needing to sound authoritative, but it can creep into everyday and work contexts in unhelpful ways. One person prays specifically about you retaining humility and not being patronising.</p>										

Appendix A: summary of who responded.

This report is based on the contributions we received from the following groups of people:

Responder Type	Number who responded
Self	1
Manager	4
Direct Reports	2
Peers	3
Other employees	
Other (not employees)	
Total	7